

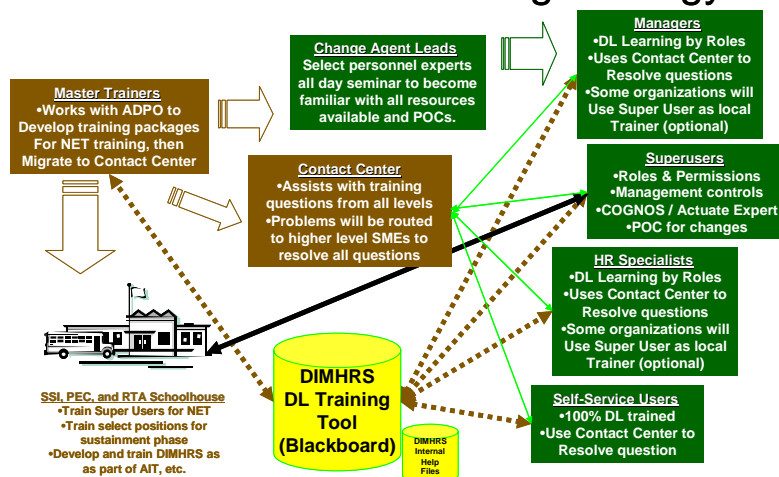
Army (AC, ARNG, USAR) DIMHRS Update
26 February, 2007
Defense Integrated Military Human Resources System



Fast Moving Train: The Army DIMHRS development effort is changing every day. This update is designed to keep you informed. Some of the material below could be subject to change, but we want you to be informed versus waiting...

Training the Force: The Army DIMHRS Program Office (ADPO) is determining how to best train the many groups of Soldiers and civilians who will use DIMHRS. The leading Course of Action (COA) is to focus on a "Distance Learning" (DL) heavy training methodology. This COA was selected to address time constraints, and the deployed force. The DL methodology allows maximum flexibility for Field Commanders to train their HR Specialists, managers, and Self Service Users in a manner that make sense for their organization. Each component can customize use of these training packages to train their force as appropriate.

HRC DIMHRS Training Strategy



- **Super Users:** The Super User role is described in more detail below. This is the one group who will be trained in the classroom environment. There is an 80-hour training package which may include a DL portion.
- **HR Specialists:** There are about 80,000 military and civilian human resources personnel who will use DIMHRS as their primary tool. Training this group will be the most challenging. DIMHRS utilizes User Productivity Kits (UPKs) which allow you as a user to SEE the activity, TRY the activity, and DO the activity. The KNOW IT activity allows the user to demonstrate their ability to perform the activity without assistance. Once you have completed a process within DIMHRS once or twice, your productivity should improve. You can also save specific screen locations within DIMHRS in your "My Favorites" list to speed navigation when completing repetitive tasks.
- **Managers:** DIMHRS will bring a big change for this group of users. In the legacy environment a supervisor often approves or signs a paper packet before the Personnel Action Request (PAR) progresses to the next step. This paper packet is often prepared by someone else and as Commanders have their time schedule compressed, there is a temptation to "sign" an action based on trust that their subordinates properly adjudicated the action. DIMHRS will still allow the Commander to electronically sign the action, but the accountability of their role is more stringent. As a user within DIMHRS, you will not be allowed to provide your login information to someone else to process an action on your behalf; however, your organization will be able to "route" a workflow based upon your Super User role. You must ensure that your workflow structure or path matches regulatory guidance. DIMHRS will allow complete transparency of who decided what when to authorized observers. In many workflows the PAR originator will see comments made by higher levels of approval (e.g., the Soldier may be allowed to see the exact wording of a disapproval statement). DIMHRS does **not** change who is empowered to approve an action, it just speeds the process and increases the accountability for all parties concerned.
- **Self Service Users:** Self Service Users will be trained using DL methodology. DIMHRS navigation should be very intuitive to most Soldiers familiar with using Web-based tools. The Self Service menu will allow you to submit your information and generate a workflow. The Self Service menu also allows you to view informational



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“read only” screens that provide information used to complete Self Service tasks [e.g., the new Leave Earnings Statement (LES) and the Soldier Record Brief.

- **Flexibility of DL Training Methodology:** The DL COA offers the following:
 - **Self Service Via DL:** The Soldier or civilian can browse to the task they perform by function, therefore an “Awards Clerk” can quickly see the training aligned with their job. This training will continue to be accessible as new Soldiers begin using DIMHRS.
 - **Self Service Via Downloadable Training Packages:** A Soldier in the war zone or who has limited connectivity can download the training packages they need and study the training material offline (i.e., in a disconnected mode). They will only return to the Web to complete the KNOW IT or certification process.
 - **Classroom:** Instructor packages are currently being developed based upon user roles. The instructor/expert will be able to create a classroom training experience from this material. The ARNG is leaning towards a “train-the-trainer” (T3) methodology using this capability.
 - **Robust Contact Center:** Each of these training methodologies will be able to get support from Master Trainers tied to the DIMHRS Contact Center. Instructors, Managers, HR Specialists and Self Service Users will receive assistance which is focused on their level in the organization. The Contact Center will also route complex questions to the proper policy makers and decision makers in each component.

■ **Super User:** The Super User will be the Application Administrator for the DIMHRS user roles, permissions, and workflow structure within their area of responsibility to include creating, modifying, and deleting accounts, generating reports and queries within assigned hierarchy, and serving as a Subject Matter Expert (SME) for reporting and query tools. The Super User will also maintain tables within their assigned hierarchy (further analysis is required on how far down the hierarchy this should be accomplished) and provide general support for technical and database-related issues such as error resolution. They will also plan and coordinate DIMHRS connectivity, ensure compliance with policies and procedures and management control program execution, and manage workflow maintenance (e.g., when a key HR supervisor changes positions).

- **Super User Training:** The Super Users should be selected based on anticipated longevity within your organization. Their training will include a 80-hour classroom curriculum that will include DIMHRS navigation, security, COGNOS report building, workflows, and more.
- **Full-time Job:** Some organizations will want to assign their legacy personnel expert to this job in DIMHRS. This is your decision, but be aware that a Super User will have to execute extensive behind-the-scenes work to ensure that your organization’s DIMHRS experience is positive. Senior management should ensure that you always have more than one trained Super User so you will not have to go outside of your organization to the next higher level Super User to complete your required changes to your tables and workflows. Also, be aware that a work stoppage can occur if your organization loses a key HR Specialist and your Super User is unavailable to change your system.
- **Throughout the Force:** There will be Super Users down to the BCT Level for DIMHRS initial operating capability. Your organization will be granted the flexibility to train additional Super Users allowing the commander the flexibility to have more than one Super User at the Brigade level.
- **Who can they affect?:** The Super User will only be able to adjust the users and data controlled by their organization. The Super User’s account for an organization is granted by the Super User at the next highest organizational level of control.
- **Analyst:** The Super User will be your reports developer for DIMHRS COGNOS-based queries. DIMHRS will replace many legacy systems. The Super User will be your link to reports and data needed at the Headquarters level that are not included within the many “canned” reports already provided within DIMHRS (e.g., you need a custom data set to answer a rapidly developing personnel issue). Your Super User can build a custom query of the DIMHRS Data Warehouse and provide your leadership with answers to their questions within in minutes or

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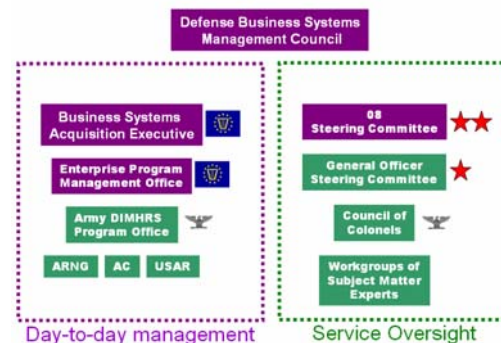
hours. There is no lengthy and costly reports development process and leaders can rapidly access data at the push of a button from the published report created by your own Super User. This potentially removes many “reports building” layers inside your organization. It is recommended that if your organization has two Super Users, one should maintain your roles and permissions and the second should fulfill your organization’s reporting needs.

What is Workflow?: Multiple levels of approval are needed for many personnel and pay functions. DIMHRS does not change your regulatory approval participants, but it does change the method by which they will interact and the way they will sign their approval. The supervisor also has the capability to push an action back down a level for more information. In the legacy “paper” environment, the packet can often sit on someone’s desk. In the DIMHRS environment, managers can always see who has control of the action, creating a “hot potato” effect to help speed the action through the system. For some PARs (Personnel Action Request) the originator may be the Soldier and proactive processing by the chain of command will be visible to this Soldier. The Soldier will be able to determine exactly where their action is held up when the HR Community doesn’t act quickly. The workflow steps are part of the software design and the responsible party for an action is assigned by your Super User. Managers should be able to determine “flash-to-bang” and average processing time for various actions. This will enable the organization to steer their training program and/or counseling to address personnel actions which are not being processed in a timely fashion.

Risk Management: ADPO is juggling many complicated tasks. Our goal is to field a viable system on time and within budget restraints. We realize that with a program of this magnitude it is nearly impossible to capture every business requirement correctly. To remedy this ADPO has developed a risk management process. Known problems or significant questions which have not been properly answered can be submitted as a “risk”. Risks are associated at either a service level or at the DOD level. The risk management process validates to what level the risk applies, determines that a risk is being addressed and is not a duplicate risk, and ensures that actions are being taken to mitigate and/or eliminate the risk over time. A current risk example is the concern over whether or not a Soldier will need to use a CAC card to access DIMHRS. If you feel that there is a risk that may be overlooked, contact ADPO at (703) 428-1250 or alert your Components Staff Member who participates with the Deployment Working Group (WG).

DIMHRS Governance: DIMHRS will have a significant impact on all three Army Components. Each component also has a “place at the table” as decisions are made. Many people have asked who decided to subsume a legacy system or to streamline three parallel processes into one integrated process. It is important to note that DIMHRS is Congressionally-mandated so there are levels above the DBSMC at the top of this chart. The following describes how service and OSD decisions are made in the DIMHRS development effort:

- Day-to-Day Management



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- **Army DIMHRS Program Office (ADPO):** ADPO has team members from each of the Army Components to ensure that all points of view are heard. ADPO is a customer of EPMO described below.
- **Enterprise Program Management Office (EPMO):** EPMO is the contracting office for DIMHRS. EPMO has the difficult task of bringing all service requirements to a standardized “joint” product, which is why the “I” in DIMHRS stands for “Integrated”.
- **Business Systems Acquisition Executive:** There are layers above EPMO in the Pentagon, A detail of these positions exceeds the scope of this document.
- Service Oversight to Settle Disagreements and Validate Resource Requirements
 - **Workgroups:** All DIMHRS requirements were developed in multi-component workgroups who determined how Soldiers are pay, what personnel transactions needed to occur, etc. The customized portions of DIMHRS should closely resemble the current Army Component business process.
 - **Council of Colonels (CoC):** Every two weeks all Colonel-level stakeholders from each Army Component are invited to chart the course for Army DIMHRS progress.
 - **General Officer Steering Committee (GOSC):** The GOSC reaches the final decisions for the Army as a whole. The GOSC meets once a month and the CoC advises this group of leaders.
 - **08 Steering Committee:** This Committee is comprised of Major Generals from all services. The 08 Steering Committee has the power to overrule EPMO decisions and apply resources.

You can find detailed information on DIMHRS at <http://www.armydimhrs.army.mil/>

or

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